

# NEWS

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## **MAYOR RICHARD J. RIORDAN GIVES FIRST STATE OF THE CITY ADDRESS** **Says "From Making Los Angeles Safe, All Else Follows"** **Calls Los Angeles "Frontier of 21st Century"**

**LOS ANGELES** -- Mayor Richard J. Riordan today gave his first state of the city address before an overflow crowd in the City Council Chambers. The Mayor set forth his priorities for the upcoming year, highlighting his commitment to funding the second phase of Project Safety Los Angeles, and to making the city more business friendly.

Acknowledging that the city is "in the worst fiscal crisis in its modern history," the Mayor reiterated his pledge to make Los Angeles safe, calling for:

- ▶ Continued implementation of community-based policing in neighborhoods across the city
- ▶ Continued implementation of the Christopher Commission reforms
- ▶ Passage of President Clinton's crime bill and Los Angeles' fair share of funding for police officers

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Building on the theme that "Our responsibility is to make city dollars work as hard as the people who earned them in the first place," the Mayor said that the budget he will present to the City Council in late April will reflect these priorities and will not include new taxes.

Mayor Riordan asked the City Council and the employee groups to work with him to "put the city government house in order."

The Mayor called for vastly improved management of city resources and personnel as highlighted in the just released recommendations of his Advisory Committee on Fiscal Responsibility.

To "respond to the needs of the Los Angeles of the present without shortchanging its future," the Mayor also said he will:

- ▶ Initiate a comprehensive study of the compensation and benefits package of city employees
- ▶ Ask the Civil Service Commission to simplify the number of job classifications, currently numbering 1,500 and covering a work force of 44,000
- ▶ Continue management reviews of city department, based on consistent criteria
- ▶ Ask the City Council to adopt a "customer satisfaction survey" designed by UCLA's Anderson School of Management to gauge Angelenos' evaluation of city services on a continual basis





- ▶ Work with the City Attorney and City Clerk to improve collection functions of the city government
- ▶ Work with the City Council in Sacramento to advocate home rule protection so that money raised in Los Angeles stays in Los Angeles.

The Mayor emphasized his commitment to making city government "clear the way for business, not get in the way," saying that "jobs that employ Angelenos are the measure of economic development."

Mayor Riordan called on city residents to take an active role and renew their pride and ownership in Los Angeles by painting out graffiti, picking up litter, planting trees, and stepping up their neighborhood and volunteer involvement.

The Mayor concluded his address on an upbeat note, touting the region's benefits for business, the resilience and creativity of Angelenos, and the city's extraordinary beauty and diversity. "We are bold and creative in so many ways," the Mayor said. "During the coming year, let us use our courage, our commitment and our capacity for Los Angeles."

The text of the full address is attached.

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the first of the month of January, 1842, the following was the

condition of the weather, as reported by the

officers of the ship, as follows: On the 1st of January, 1842,

the weather was clear, with a light breeze from the

west, and the sea was calm, with a few whitecaps.

On the 2nd of January, the weather was clear, with a

light breeze from the west, and the sea was calm.

On the 3rd of January, the weather was clear, with a

light breeze from the west, and the sea was calm.

On the 4th of January, the weather was clear, with a

light breeze from the west, and the sea was calm.

On the 5th of January, the weather was clear, with a

light breeze from the west, and the sea was calm.

On the 6th of January, the weather was clear, with a

light breeze from the west, and the sea was calm.

On the 7th of January, the weather was clear, with a

light breeze from the west, and the sea was calm.

On the 8th of January, the weather was clear, with a

light breeze from the west, and the sea was calm.

Council President John Ferraro, members of the City Council, City Attorney Jim Hahn, City Controller Rick Tuttle, city commissioners, employees, fellow Angelenos:

Last month, we were to come together for my first State of the City Address as Mayor of Los Angeles.

Unfortunately, Mother Nature intervened.

In the aftermath of the earthquake we know that if there ever was any doubt, Los Angeles is worth fighting for.

that city government can work, will work, must work.

that the resilience of Angelenos, tested time and again, is solid.

that even as we come from many places, we are truly one city.

And if we will it, if we work together, every day we will create a city of angels, a city worthy of its name.

Yes six point eight changed our lives.

It also showed us who we are and what we can accomplish.

Seven weeks ago, over 30,000 people were living in tent cities and shelters. Now there are none.

Our freeways collapsed. Today, we are working around the clock to repair them.

We had no idea how we would move around. Today, we have created alternatives and are planning for even better ones.

We didn't know how we would begin to pay for the most expensive natural disaster in American history. Today, the federal government has allocated \$8.6 billion to begin to make our city whole.

Seven weeks ago, city government came together like never before. Today, we are working to make that true every day of the year.

1. The first step in the process of identifying a problem is to define the problem clearly and concisely.

2. The second step is to gather information about the problem and its causes.

3. The third step is to analyze the information and identify the root cause of the problem.

4. The fourth step is to develop a plan of action to address the problem.

5. The fifth step is to implement the plan and monitor the results.

6. The sixth step is to evaluate the results and make adjustments as needed.

7. The seventh step is to document the process and results for future reference.

8. The eighth step is to communicate the results to the relevant stakeholders.

9. The ninth step is to review the process and make improvements as needed.

10. The tenth step is to conclude the process and report the final results.

11. The eleventh step is to reflect on the experience and learn from it.

12. The twelfth step is to share the results and lessons learned with others.

13. The thirteenth step is to celebrate the success and achievements.

14. The fourteenth step is to maintain the results and ensure long-term success.



We had a budget deficit of \$200 million for the coming fiscal year. Today, we face a much steeper hill.

Seven weeks ago, thousands of units of housing were damaged or destroyed. Today, we are working with lenders, owners, and government to repair housing quickly.

We saw a dramatic drop in crime as a result of increased police presence. Today, our commitment to implement the second year of Project Safety Los Angeles is stronger than ever.

In the earthquake's immediate aftermath, government worked.

People were amazed and pleased.

Speed replaced delay.

Problems were met with innovation.

Professor James Q. Wilson of UCLA has aptly labeled our city government as a dysfunctional system run by basically honest people.

In the earthquake's aftermath, city employees proved they are willing to get the job done.

It is our system that works against them.

Give people the power to make decisions, to make mistakes, to correct them and they will amaze you with what they accomplish.

We must fix the system. We must give city employees the opportunity to amaze us all of the time.

We cannot afford to keep things the way they are.

The cost is too high in every respect.

Let managers manage and hold them accountable.

Let service replace paralysis and bureaucracy.

There is a lot of talk about the importance of the environment, but it is not always clear what this means in practice. The following are some of the key issues that need to be addressed.

First, we need to understand the scope of the problem. The environment is a complex system, and it is not always clear what the boundaries are. This makes it difficult to identify the key areas that need to be addressed.

Second, we need to understand the causes of the problem. There are many factors that contribute to environmental degradation, and it is not always clear which ones are the most important. This makes it difficult to develop effective solutions.

Third, we need to understand the consequences of the problem. The environment is a shared resource, and it is important to understand how our actions affect it. This helps us to make better decisions about how to use the resource.

Fourth, we need to understand the values at stake. The environment is not just a collection of resources; it is also a source of meaning and identity. This makes it important to understand the values that are at stake when we make decisions about the environment.

Fifth, we need to understand the role of different stakeholders. The environment is a shared resource, and it is important to understand the role of different stakeholders in its management. This helps us to develop more effective solutions.

Sixth, we need to understand the role of different institutions. The environment is a shared resource, and it is important to understand the role of different institutions in its management. This helps us to develop more effective solutions.

Seventh, we need to understand the role of different policies. The environment is a shared resource, and it is important to understand the role of different policies in its management. This helps us to develop more effective solutions.

Eighth, we need to understand the role of different actors. The environment is a shared resource, and it is important to understand the role of different actors in its management. This helps us to develop more effective solutions.

Ninth, we need to understand the role of different processes. The environment is a shared resource, and it is important to understand the role of different processes in its management. This helps us to develop more effective solutions.

Tenth, we need to understand the role of different outcomes. The environment is a shared resource, and it is important to understand the role of different outcomes in its management. This helps us to develop more effective solutions.

Eleventh, we need to understand the role of different actors. The environment is a shared resource, and it is important to understand the role of different actors in its management. This helps us to develop more effective solutions.

Twelfth, we need to understand the role of different processes. The environment is a shared resource, and it is important to understand the role of different processes in its management. This helps us to develop more effective solutions.

Thirteenth, we need to understand the role of different outcomes. The environment is a shared resource, and it is important to understand the role of different outcomes in its management. This helps us to develop more effective solutions.

Fourteenth, we need to understand the role of different actors. The environment is a shared resource, and it is important to understand the role of different actors in its management. This helps us to develop more effective solutions.

Fifteenth, we need to understand the role of different processes. The environment is a shared resource, and it is important to understand the role of different processes in its management. This helps us to develop more effective solutions.

And make Los Angeles safe.

For from a safe city, all else follows.

Take a look at the results of Project Safety Los Angeles, after just a few months of implementation:

Through overtime and release from desk jobs, we have police where they should be -- out in the community.

There will be by June 30th of this year, 70% more full time equivalent police on the street than when I took office.

And we are beginning to provide them with the equipment they need and deserve.

We have ordered hundreds of new black and white police vehicles that will patrol LA's streets. We will buy many more. And they will all have cellular phones.

The city of Los Angeles is grateful to its men and women in our Police and Fire departments. As we have seen all too often, their service is selfless.

To make our city safe, we must have the resources to support these brave men and women in their day to day work.

We must continue implementation of the Christopher Commission reforms.

We must push forward with community based policing across the city, in every neighborhood.

Our top federal priority is passage of President Clinton's Crime Bill that will provide funding for 100,000 police officers nationally.

This must be enacted, and Los Angeles must receive its fair share of these officers.

Making Los Angeles safe is non-negotiable.





What does "safe" mean?

It means that our streets belong to us, not the criminals.

It means our parks are for our families and our children.

It means that school is a place for learning not fear.

It means that preventable crimes will be prevented.

The investment we make in Project Safety Los Angeles will have the highest return of all.

The budget that I will present to the City Council on April 20th will include funding for the second phase of Project Safety Los Angeles, reflecting the clear priorities on which I was elected.

It will also demand efficiencies through streamlined organization and management.

There are no more "band aid" solutions to get us through one more tough year waiting for the fat years to return.

Those days are over.

This budget must respond to the Los Angeles of the present without shortchanging the future.

This is the worst fiscal crisis in the city's modern history. We will have tough choices, painful choices, choices that will impact our daily lives.

Passing this budget will require focus, commitment, and political courage by everyone both in and out of government.

The budget will be guided by the common sense recommendations of my Special Advisory Committee on Fiscal Reform, ably led by Michael Tennenbaum.

Their mission was to identify areas of opportunity and solutions to restore the long term financial health of Los Angeles.



What they found was that Los Angeles can do a much better job in managing its resources, its revenues and its people.

Why shouldn't our Harbor Department, our Airport Department and our Department of Water and Power bring a healthy return to their owners - the people of the city of Los Angeles?

Why shouldn't the city do a better job in collecting money owed to us?

Why shouldn't we bring Los Angeles into the computer age with databanks, word processing and instant access to information?

The answer is obvious: WE SHOULD.

As the committee wisely recommends, the economic vitality of our city requires that we repair our infrastructure, our facilities our streets.

And in the kind of community we want, we must not neglect our parks and libraries, our human relations, and our job training.

We must first put our own city government house in order.

We must start with the people who work here. Since I got here in July, I have found a personnel system that can only be described as archaic.

We have 44,000 city employees working under personnel rules from the 1950s.

These outdated rules impede even the best managers and employees.

They discourage productivity and accountability.

Worst of all, they do not reward innovation.

THIS MAKES ABSOLUTELY NO SENSE.

I cannot -- we cannot -- accept the status quo.

I will initiate a comprehensive study of the compensation and benefits package of city employees.





We want to make sure we provide services at the lowest possible cost to taxpayers.

I will also ask the Civil Service Commission to simplify the number of job classifications we have.

We must be better managers.

We will begin management reviews of city departments, based on consistent criteria, over the coming year.

We will find out from Angelenos if they are being treated well by their government.

Today I will ask the City Council to implement a "customer satisfaction survey" being developed by UCLA's Anderson School of Management. We saw city workers provide incredible customer service after the earthquake. This can be the standard.

Just like in the private sector, we will use this survey to see if we are making the mark.

Residents should be able to chart progress of their employees every year, not just at four year election cycles.

I will work with employee groups to create the most cost-effective way to accomplish the public's work.

In some cases, this may mean using private contractors to provide some city services. I am not an ideologue on using private contractors for city services. In some situations, city workers do the job better at less cost.

We should tailor our solution to the problem.

We will be reasonable and responsible employers as we restructure the city's work force.

Our responsibility is to make city dollars work as hard as the people who earned them in the first place.

We must live within our means.

Raising taxes is self-defeating.



To find the funds to pay for Project Safety Los Angeles and our core investments, I will continue to seek legally sound frameworks for the Airport and Harbor Departments to fund city services.

I will also work with the City Attorney and the City Clerk to improve collection functions of the city government.

And I will work with the City Council to lobby in Sacramento for home rule protection so that money raised in Los Angeles stays in Los Angeles.

My friends, the real genius of any enterprise is implementation.

My Administration should be judged on what we implement, not on what we say.

I have asked the Tennenbaum Committee to oversee the implementation of their recommendations.

As the budget is debated in Council, I hope we can follow the principle that reasonable people can disagree without being disagreeable.

It's a bad idea to think that government can do everything. It's even worse to think that government can do nothing.

Another area where we must do better is making Los Angeles friendly for business.

Getting and keeping business is simple. We need to make Los Angeles safe and friendly; then business will come out of its self interest.

Jobs that employ Angelenos are the measure of our success in economic development.

We cannot be afraid to tout our region's numerous benefits to businesses throughout the world.

Southern California is the twelfth largest economy in the world.

Our climate is unbeatable.

We have great universities.

There is unlimited technological expertise.





We are one of the most important trade centers in the world.

Our banks and our venture capitalists are incomparable.

Best of all, we have people.

The most entrepreneurial people on the planet earth.

Our economy is more diverse than some would have us believe. Yes, times are tough in some sectors. But many sectors are expanding in Southern California:

Biotechnology

Computer software for the "information superhighway"

Entertainment

Environmental services

Electronics

Foreign trade

Garment manufacturing and textiles

And many more.

This city government will do what it takes to help these and other industry sectors come here, expand here, stay here.

The Development Reform Committee will report to me next month on inefficiencies in our planning process that stymie development, waste money, and drive business away from Los Angeles.

We will do what it takes.

Permits by fax. 24 hour beepers. Streamline procedures. Efficient service.



A government that clears the way for business, not gets in the way.

There should be no doubt in anyone's mind:

Los Angeles is "OPEN FOR BUSINESS."

As we recover from the earthquake, I will not be satisfied to bring things back just as they were.

We must and can do better.

We must make City Hall an active partner with schools to give each student a thriving educational environment and make schools safe. I'll continue to stand for the belief that every child matters, that every child can learn, and that every child deserves the tools to compete.

We must improve mobility in our region and be willing to try new things. We must aggressively manage the \$3.4 billion the MTA is spending annually to make certain that public transportation works.

We must make sure that our port stays competitive. That is why we are working hard to make the Alameda Transit Corridor a reality. This is the vital link for our region that will give our ports the competitive edge on the West Coast, speeding cargo from the ports along rail lines to the rest of the country, provide thousands of construction jobs, and freeing up congested highways. It is our top regional priority in Washington, D.C.

But we should not lose sight of the small things that each one of us can do to make Los Angeles better.

We should not only clean up the rubble from the earthquake, but we should renew our pride of ownership in Los Angeles.

All of us can roll up our sleeves and take responsibility for keeping our city clean and attractive.

Paint out graffiti.

Pick up litter and hold neighborhood cleanups.

Plant trees.





Do whatever it takes.

Why all the energy for these efforts?

Because this is Los Angeles.

Not the last frontier of the Old West,

but the new frontier of the 21st Century.

Bold. Forward looking. Resilient.

We are Los Angeles.

The Los Angeles of sun and surfboards.

Of opportunity and optimism.

We are the Los Angeles of avenue merchants speaking to customers in the languages of the whole world: on Balboa and Broadway, on Olympic and Olvera, on Crenshaw and Colfax, on Larchmont and La Brea, and on Ventura and Van Nuys Blvd.

We are the Los Angeles of the Watts Tower and a mighty port;

Of Hollywood dreams and opening nights;

Of people from around the world trying to fit into John Wayne's shoeprints at the Chinese Theater;

We are the Los Angeles of gleaming skyscrapers and biking in the Santa Monica Mountains.

Hundreds of worlds and experiences are created in our city every day.

I urge you to go to the South Lawn of City Hall and join me in a glimpse of the many faces of Los Angeles.

The first part of the report is devoted to a description of the  
theoretical background of the study. It starts with a brief  
review of the literature on the topic, followed by a discussion  
of the research objectives and hypotheses. The second part  
describes the methodology used in the study, including the  
sample, the data collection procedures, and the statistical  
analyses performed. The third part presents the results of the  
study, and the fourth part discusses the implications of the  
findings for practice and research. The report concludes with  
a summary of the main findings and a list of references.

Fellow Angelenos, we are bold and creative in so many ways. During the coming year, let us use our courage, our commitment and our capacity for the greatest of our needs and to rediscover Los Angeles.

We will make Los Angeles work.

We will do it together.

As President Theodore Roosevelt said, "The government is us. We are the government. You and I."

Thank you.



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